

# **OFFICERSHIP AND THE PROFESSION**

## **A Selected Bibliography**



**U.S. ARMY WAR COLLEGE LIBRARY**

**August 2010**

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE <b>23 AUG 2010</b>		2. REPORT TYPE		3. DATES COVERED	
4. TITLE AND SUBTITLE <b>Officership and the Profession: A Selected Bibliography</b>				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S) <b>Greta Andrusyszyn</b>				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) <b>U.S. Army War College ,122 Forbes Ave.,Carlisle,PA,17013-5220</b>				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT <b>Approved for public release; distribution unlimited.</b>					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT <b>see attached</b>					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES <b>20</b>	19a. NAME OF RESPONSIBLE PERSON
a. REPORT <b>unclassified</b>	b. ABSTRACT <b>unclassified</b>	c. THIS PAGE <b>unclassified</b>			

## PREFACE

This selected bibliography lists references for readings on career path, education, civil-military relations, mentorship, and other topics directly related to the study of Officership and the Profession.

With certain exceptions, the materials in this bibliography are dated from 2006 to the present. For older materials, please see *The Military Profession*, compiled by Virginia C. Shope, September 2006. All items are available through the USAWC Library. For your convenience, we have added U.S. Army War College Library call numbers, Internet addresses, or database links at the end of each entry. Web sites were accessed August 2010.

This bibliography and others compiled by our research librarians are available online through the Library's home page at <http://www.carlisle.army.mil/library/bibliographies.htm>.

For additional information, please contact the Research and Information Services Branch, U.S. Army War College Library, by sending an e-mail message to [USAWC.LibraryR@us.army.mil](mailto:USAWC.LibraryR@us.army.mil), or by phoning DSN 242-3660 or Commercial (717) 245-3660.

Greta H. Andrusyszyn, compiler

# **OFFICERSHIP AND THE PROFESSION**

## **A Selected Bibliography**

August 2010

### **Contents**

GENERAL INFORMATION .....	1
CAREER PATH AND EDUCATION .....	3
CIVIL-MILITARY RELATIONS .....	7
MENTORSHIP.....	9
MORALS, VALUES, AND ETHICS .....	11
PERSPECTIVES ON LEADERSHIP .....	14
OTHER BIBLIOGRAPHIES.....	16

## GENERAL INFORMATION

### Books, Documents, and Internet Resources

- Abbott, Andrew. *The System of Professions: An Essay on the Division of Expert Labor*. Chicago: University of Chicago Press, 1988. 435pp. (HD8038 .U5A11 1988)
- Climmer, C. Thomas. *Maintaining the Professionalism of the U.S. Army Officer Corps*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, March 12, 2010. 29pp. (AD-A517-927) <http://handle.dtic.mil/100.2/ADA517927>
- Collins, Jim. *Good to Great and the Social Sectors: A Monograph to Accompany Good to Great: Why Some Companies Make the Leap-and Others Don't*. Boulder: Collins, 2005. 35pp. (HD57.7 .C651 2005)
- Collins, Jim. *Good to Great: Why Some Companies Make the Leap-and Others Don't*. New York: HarperBusiness, 2001. 300pp. (HD57.7 .C65 2001)
- Deakin, Stephen, et al. *"Take Me to Your Officer": Officership in the Army*. Shrivenham, UK: Strategic & Combat Studies Institute, 2008. 82pp. (U163 .S7 no.54)
- Defense Group Inc. *The Vital Army Officer Profession: Report of the Officer Development Project*. Washington, DC: Defense Group, 2009. 1 computer disk. (UB413 .V58 2009)
- Hackett, John. *The Profession of Arms*. New York: Macmillan, 1983. 239pp. (UB105 .H3 1983)
- Janowitz, Morris. *The Professional Soldier: A Social and Political Portrait*. New York: Free Press, 1971. 464pp. (UB147 .J31 1971)
- Marquez, Jeffrey A. *Reforming Army Culture for 21st Century Wars*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, March 4, 2008. 22pp. (AD-A482-258) <http://handle.dtic.mil/100.2/ADA482258>
- Matthews, Lloyd J., ed. *The Future of the Army Profession*. Don M. Snider, Project Director. 2nd ed. Boston: McGraw-Hill, 2005. 762pp. (UB147 .F87 2005)
- Montgomery, Pollyanna. *Building Better Strategists*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, March 18, 2008. 24pp. (AD-A479-688) <http://handle.dtic.mil/100.2/ADA479688>
- Nagl, John A., and Brian M. Burton, eds. *Keeping the Edge: Revitalizing America's Military Officer Corps*. Washington, DC: Center for a New American Security, February 2010. 76pp. <http://www.cnas.org/files/documents/publications/FINAL%2010102CNA%20Officership%20Report.pdf>
- Pace, Peter. *The Armed Forces Officer*. Washington, DC: National Defense University Press, 2007. 162pp. (U133 .A65 2007)

- Pierce, James G. *Organizational Culture and Professionalism: An Assessment of the Professional Culture of the U.S. Army Senior Level Officer Corps*. Harrisburg: Pennsylvania State University, Graduate School of Public Affairs, December 2004. 243pp.  
[http://etda.libraries.psu.edu/theses/approved/WorldWideFiles/ETD-675/Dissertation\\_Final\\_Version\\_-\\_James\\_Pierce.pdf](http://etda.libraries.psu.edu/theses/approved/WorldWideFiles/ETD-675/Dissertation_Final_Version_-_James_Pierce.pdf)
- Sarkesian, Sam C. *The Professional Army Officer in a Changing Society*. Chicago: Nelson-Hall, 1975. 268pp. (UB413 .S27)
- Sarkesian, Sam C., and Robert E. Connor, Jr. *The US Military Profession into the Twenty-First Century: War, Peace and Politics*. 2nd ed. New York: Routledge, 2006. 238pp. (UA23 .S2291 2006)
- Skelton, William B. *An American Profession of Arms: The Army Officer Corps, 1784-1861*. Lawrence: University Press of Kansas, 1992. 481pp. (UB413 .S54 1992)
- U.S. Army War College. *Study on Military Professionalism*. Carlisle Barracks, PA: U.S. Army War College, 1970. 192pp. (UB147 .U49) <http://handle.dtic.mil/100.2/ADA063748>
- U.S. Department of the Army. *The Armed Forces Officer*. Army Pamphlet 600-2. Washington, DC: U.S. Department of the Army, February 1, 1988. 91pp. (DA PAM 600-2)  
[http://www.army.mil/usapa/epubs/pdf/p600\\_2.pdf](http://www.army.mil/usapa/epubs/pdf/p600_2.pdf)
- U.S. Government Accountability Office. *Military Personnel: Strategic Plan Needed to Address Army's Emerging Officer Accession and Retention Challenges*. Washington, DC: U.S. Government Accountability Office, January 2007. 57pp. <http://www.gao.gov/new.items/d07224.pdf>
- U.S. Joint Chiefs of Staff. *The Armed Forces Officer*. Washington, DC: U.S. Joint Chiefs of Staff, Operational Plans and Joint Force Development Directorate (J-7), January 2006. 178pp. (U133 .A65 2006) <http://www.dtic.mil/doctrine/education/armedforcesofficer.pdf>
- U.S. Military Academy. Department of Military Instruction. *West Point's Perspectives on Officership: Selected Readings*. Ohio: Thomson Learning Custom Publishing, 2001. 544pp. (UB210 .U63 2001)

## Periodical Articles

- Paparone, Christopher R., and George Reed. "The Reflective Military Practitioner: How Military Professionals Think in Action." *Military Review* 88, no. 2 (March/April 2008): 66-76.  
[ProQuest](#)
- Paparone, Christopher R., Ruth A. Anderson, and Reuben R. McDaniel, Jr. "Where Military Professionalism Meets Complexity Science." *Armed Forces & Society* 34, no. 3 (Spring 2008): 433-449. [Sage](#)
- Resteigne, Delphine, and Joseph Soeters. "Managing Militarily." *Armed Forces & Society* 35, no. 2 (January 2009): 307-332. [Sage](#)

Scales, Robert H. "Return of the Jedi." *Armed Forces Journal* 145, no. 3 (October 2009): 22-25, 45. <http://www.afji.com/2009/10/4266625>

Smith, David A. "Bring Personnel Management into the 21st Century." *Proceedings: U.S. Naval Institute* 134, no. 1 (January 2008): 48-51. [ProQuest](#)

Wong, Leonard, and Douglas Lovelace. "Knowing When to Salute." *Orbis* 52, no. 2 (Spring 2008): 278-288. [Wilson OmniFile](#)

## **Multimedia**

Center for a New American Security. *Officership in a Time of War*. Panel Discussion. 97 min. Washington, DC: Center for a New American Security, October 1, 2008. Podcast. <http://cnas.org/node/468>

Collins, Jim. *Good to Great: Why Some Companies Make the Leap-and Others Don't*. New York: Harper Audio, 2005. 8 CDS (HD57.7 .C652 2005)

## **CAREER PATH AND EDUCATION**

### **Books, Documents, and Internet Resources**

Barham, Charles T. *Improving Functional Area 50: The Army's Force Managers (Facilitating the Management of Change at the Speed of Change)*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, April 7, 2003. 22pp. (AD-A414-955) <http://handle.dtic.mil/100.2/ADA414955>

Becker, Bradley A. *Strategic Leader Competencies for the Twenty-First Century*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, March 1, 2007. 18pp. (AD-A467-158) <http://handle.dtic.mil/100.2/ADA467158>

Carl, Robert K. *Transformation and the Making of a Pent-Athlete*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, March 15, 2006. 22pp. (AD-A449-386) <http://handle.dtic.mil/100.2/ADA449386>

DeAntona, Joseph P. *Transforming the Operational Career Field Officer Path: Preparing Leaders for Today's Contemporary Operating Environment and to Lead the Army into the 21st Century*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, March 18, 2005. 18pp. (AD-A431-779) <http://handle.dtic.mil/100.2/ADA431779>

Erlandson, Ernest A. *An Institution in Crisis: The Army Reserve Officer Corps*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, February 16, 2009. 29pp. (AD-A498-034) <http://handle.dtic.mil/100.2/ADA498034>

Gabram, Douglas M. *Leader-Development: Are We Keeping Pace?* Civilian Research Paper. Carlisle Barracks, PA: U.S. Army War College, October 9, 2007. 31pp. (AD-A493-564) <http://handle.dtic.mil/100.2/ADA493564>

- Gerlach, James M. *A Comprehensive Officer Sabbatical Program: Rethinking the Military Officer Career Path*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, April 9, 2009. 32pp. (AD-A499-117) <http://handle.dtic.mil/100.2/ADA499117>
- Leed, Maren. *The Ingenuity Gap: Officer Management for the 21st Century*. Washington, DC: Center for Strategic and International Studies, January 2010. 55pp. <http://csis.org/press/press-release/ingenuity-gap-officer-management-21st-century>
- Marcella, Gabriel, ed. *Teaching Strategy: Challenge and Response*. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, March 2010. 347pp. (U413 .A66T43 2010) <http://www.strategicstudiesinstitute.army.mil/pubs/download.cfm?q=976>
- Margotta, Matthew T. *Creating the "Pentathlete": Are We Willing to Pay the Price?* Civilian Research Paper. Carlisle Barracks, PA: U.S. Army War College, April 11, 2007. 60pp. (AD-A493-621) <http://handle.dtic.mil/100.2/ADA493621>
- Martin, Joseph M. *The Global War On Terror and Army Officer Military Education*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, March 25, 2008. 26pp. (AD-A480-125) <http://handle.dtic.mil/100.2/ADA480125>
- Martin, Theodore D. *Developing Strategic Leaders for the War After Next*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, March 13, 2007. 26pp. (AD-A467-261) <http://handle.dtic.mil/100.2/ADA467261>
- McPhaul, John H. *Developing Military Human Resources Managers for Senior Level Positions*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, March 15, 2008. 24pp. (AD-A480-120) <http://handle.dtic.mil/100.2/ADA480120>
- Millen, Raymond A. *Command Legacy: A Tactical Primer for Junior Leaders*. 2nd ed. Washington, DC: Potomac Books, 2008. 413pp. (UD160 .M55 2008)
- Murray, Williamson. "Transformation and Professional Military Education: Past as Prologue to the Future." In *National Security Challenges for the 21st Century*, 1-23. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, October 2003. (U413 .A66A65 2003) <http://www.strategicstudiesinstitute.army.mil/pubs/download.cfm?q=4>
- Perez, Debra J. *Are We Meeting the Intent of the Skelton and Cheney Panels as It Relates to Joint Proficiency Training for Our Strategic Leaders in the 21st Century?* Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, April 7, 2003. 30pp. (AD-A415-731) <http://handle.dtic.mil/100.2/ADA415731>
- Schirmer, Peter, et al. *Leader Development in Army Units: Views from the Field*. Santa Monica: RAND, 2008. 149pp. (UB210 .L212 2008) [http://rand.org/pubs/monographs/2008/RAND\\_MG648.pdf](http://rand.org/pubs/monographs/2008/RAND_MG648.pdf)
- Shanley, Michael G., et al. *Transformation and the Army School System*. Santa Monica: RAND, 2005. 149pp. (U408 .T736 2005) [http://www.rand.org/pubs/monographs/2005/RAND\\_MG328.pdf](http://www.rand.org/pubs/monographs/2005/RAND_MG328.pdf)



- Simmons, Ricky L. *Competencies to Attain a Joint, Interagency, Intergovernmental, and Multinational Perspective*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, March 1, 2009. 32pp. (AD-A494-777) <http://handle.dtic.mil/100.2/ADA494777>
- Stringer, Kevin D. *The War On Terror and the War for Officer Talent: Linked Challenges for the U.S. Army*. Arlington: Association of the United States Army, Institute of Land Warfare, July 2008. 14pp. (UA23 .A95L16 no.67) <http://www.ausa.org/SiteCollectionDocuments/ILW%20Web-ExclusivePubs/Land%20Warfare%20Papers/LWP67.pdf>
- U.S. Government Accountability Office. *Military Transformation: Clear Leadership, Accountability, and Management Tools Are Needed to Enhance DoD's Efforts to Transform Military Capabilities*. Washington, DC: U.S. Government Accountability Office, December 2004. 48pp. <http://handle.dtic.mil/100.2/ADA436100>
- U.S. House of Representatives. Committee on Armed Services. Subcommittee on Oversight & Investigations. *Another Crossroads? Professional Military Education Two Decades After the Goldwater-Nichols Act and the Skelton Panel*. Washington, DC: U.S. House of Representatives, Committee on Armed Services, Subcommittee on Oversight & Investigations, April 2010. 216pp. (U408 .A56 2010) <http://armedservices.house.gov/pdfs/PMEReport050610/PMEReport050610.pdf>
- Wardynski, Casey, David S. Lyle, and Michael J. Colarusso. *Accessing Talent: The Foundation of a U.S. Army Officer Corps Strategy*. Officer Corps Strategy Monograph Series, vol. 4. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, February 2010. 41pp. (U413 .A66W273 2010 v.4) <http://www.strategicstudiesinstitute.army.mil/pubs/download.cfm?q=972>
- Wardynski, Casey, David S. Lyle, and Michael J. Colarusso. *Talent: Implications for a U.S. Army Officer Corps Strategy*. Officer Corps Strategy Monograph Series, vol. 2. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, November 2009. 24pp. (U413 .A66W273 2009 v.2) <http://www.strategicstudiesinstitute.army.mil/pdf/PUB948.pdf>
- Wardynski, Casey, David S. Lyle, and Michael J. Colarusso. *Towards a U.S. Army Officer Corps Strategy for Success: A Proposed Human Capital Model Focused Upon Talent*. Officer Corps Strategy Monograph Series, vol. 1. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, April 2009. 42pp. (U413 .A66W273 2009) <http://www.strategicstudiesinstitute.army.mil/pdf/PUB912.pdf>
- Wardynski, Casey, David S. Lyle, and Michael J. Colarusso. *Towards a U.S. Army Officer Corps Strategy for Success: Developing Talent*. Officer Corps Strategy Monograph Series, vol. 5. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, March 2010. 31pp. (U413 .A66W273 2010 v.5) <http://www.strategicstudiesinstitute.army.mil/pdf/PUB977.pdf>

Wardynski, Casey, David S. Lyle, and Michael J. Colarusso. *Towards a U.S. Army Officer Corps Strategy for Success: Employing Talent*. Officer Corps Strategy Monograph Series, vol. 6. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, May 2010. 41pp. (U413 .A66W273 2010 v.6) <http://www.strategicstudiesinstitute.army.mil/pubs/download.cfm?q=988>

Wardynski, Casey, David S. Lyle, and Michael J. Colarusso. *Towards a U.S. Army Officer Corps Strategy for Success: Retaining Talent*. Officer Corps Strategy Monograph Series, vol. 3. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, January 2010. 64pp. (U413 .A66W273 2010 v.3) <http://www.strategicstudiesinstitute.army.mil/pdf/PUB965.pdf>

Watkins, Michael D. *Your Next Move: The Leader's Guide to Navigating Major Career Transitions*. Boston: Harvard Business Press, 2009. 220pp. (HD57.7 .W382 2009)

Weiss, Bartholomew W. *Transforming Military Leaders*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, March 15, 2006. 16pp. (AD-A449-377) <http://handle.dtic.mil/100.2/ADA449377>

Yackley, Stephen G. *Leader Development for a Transforming Army*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, December 15, 2005. 20pp. (AD-A449-729) <http://handle.dtic.mil/100.2/ADA449729>

## Periodical Articles

Abbe, Allison, and Stanley M. Halpin. "The Cultural Imperative for Professional Military Education and Leader Development." *Parameters* 39, no. 4 (Winter 2009-2010): 20-31. <http://www.carlisle.army.mil/usawc/parameters/Articles/09winter/abbe%20and%20halpin.pdf>

Abbot, C. Spencer. "Educate to Cooperate: Leveraging the New Definition of 'Joint' to Build Partnering Capacity." *Joint Force Quarterly*, no. 57 (2nd Quarter 2010): 16-23. <http://www.ndu.edu/press/lib/images/jfq-57/abbot.pdf>

Bullis, R. Craig. "The NFP [Intuitive, Feeling, Perceiving] Strategic Leader." *Parameters* 39, no. 4 (Winter 2009-2010): 32-44. <http://www.carlisle.army.mil/usawc/parameters/Articles/09winter/bullis.pdf>

Green, Robert L. "Army Professional Military Leader Development." *Army* 59, no. 12 (December 2009): 46-49. [ProQuest](#)

Hayes, Christopher D. "Developing the Navy's Operational Leaders: A Critical Look." *Naval War College Review* 61, no. 3 (Summer 2008): 77-108. [ProQuest](#)

Johnson, Judith L., and William R. Hill. "Personality Traits and Military Leadership." *Individual Differences Research* 7, no. 1 (March 2009): 1-13. [Wilson OmniFile](#)

- McCausland, Jeffrey D., and Gregg F. Martin. "Transforming Strategic Leader Education for the 21st-Century Army." *Parameters* 31, no. 3 (Autumn 2001): 17-33.  
<http://www.carlisle.army.mil/usawc/parameters/Articles/01autumn/Mccausla.htm>
- Peters, Ralph. "To Ph.D. or Not to Ph.D...Learning to Lose." *American Interest* 2, no. 6 (July/August 2007): 20-28. [American Interest](#)
- Petraeus, David H. "To Ph.D. or Not to Ph.D...Beyond the Cloister." *American Interest* 2, no. 6 (July/August 2007): 16-20. [American Interest](#)
- Savion, Sydney M., and Terrance J. McCaffrey. "Burgeoning Courses, Lagging Standardization." *Joint Force Quarterly*, no. 57 (2nd Quarter 2010): 72-77.  
<http://www.ndu.edu/press/lib/images/jfq-57/savion-mccaffrey.pdf>
- Sewell, Gerald F. "Emotional Intelligence and the Army Leadership Requirements Model." *Military Review* 89, no. 6 (November-December 2009): 93-98. [http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview\\_20091231\\_art014.pdf](http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview_20091231_art014.pdf)
- Tilghman, Andrew. "The Army's Other Crisis: Why the Best and Brightest Young Officers Are Leaving." *Washington Monthly* 39, no. 12 (December 2007): 44-53. [ProQuest](#)
- Vego, Milan. "A Jewel to Treasure." [save the service academies and war colleges] *Armed Forces Journal* 145, no. 3 (October 2009): 45-46. <http://www.armedforcesjournal.com/2009/10/4204846>
- Vego, Milan. "Military History and the Study of Operational Art." *Joint Force Quarterly*, no. 57 (2nd Quarter 2010): 124-129. <http://www.ndu.edu/press/lib/images/jfq-57/vego-operationalArt.pdf>
- Williams, John Allen. "Our Intellectual Freedom." *Armed Forces & Society* 34, no. 4 (July 2008): 533-535. [Sage](#)

## CIVIL-MILITARY RELATIONS

### Books, Documents, and Internet Resources

- Besteman, Catherine Lowe, et al., eds. *The Counter-Counterinsurgency Manual: Or, Notes on Demilitarizing American Society*. Chicago: Prickly Paradigm Press, 2009. 190pp. (U241 .C69 2009)
- Burk, James. "The Military's Presence in American Society, 1950-2000." In *Soldiers and Civilians: The Civil-Military Gap and American National Security*, edited by Peter D. Feaver and Richard H. Kohn, 247-274. Cambridge: MIT Press, 2001. (UA23 .S5269 2001)
- Dempsey, Jason K. *Our Army: Soldiers, Politics, and American Civil-Military Relations*. Princeton: Princeton University Press, 2010. 266pp. (JK330 .D46 2010)

- Krebs, Ronald R. *Fighting for Rights: Military Service and the Politics of Citizenship*. Ithaca: Cornell University Press, 2006. 265pp. (UB417 .K62 2006)
- Nathan, James A. *Soldiers, Statecraft, and History: Coercive Diplomacy and International Order*. Westport: Praeger, 2002. 188pp. (JZ6360 .N17 2002) [Praeger Security International](#)
- Sarkesian, Sam C., and Robert E. Connor, Jr. "Civil-Military Relations." In *The US Military Profession into the Twenty-First Century: War, Peace and Politics*. 2nd ed., 59-76. New York: Routledge, 2006. (UA23 .S2291 2006)
- Sarkesian, Sam C., John Allen Williams, and Fred B. Bryant. *Soldiers, Society, and National Security*. Boulder: Rienner, 1995. 216pp. (UA23 .S274 1995)
- Snider, Don M. *Dissent and Strategic Leadership of the Military Professions*. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, February 2008. 38pp. (U413 .A66S626 2008 ) <http://www.strategicstudiesinstitute.army.mil/pubs/download.cfm?q=849>
- Snyder, Lewis R. *The Generals' Revolt and Civil-Military Relations*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, May 11, 2009. 28pp. (AD-A508-321) <http://handle.dtic.mil/100.2/ADA508321>
- Szayna, Thomas S., et al. *The Civil-Military Gap in the United States: Does It Exist, Why, and Does It Matter?* Santa Monica: RAND, 2007. 177pp. (UA23 .S91 2007) [http://www.rand.org/pubs/monographs/2007/RAND\\_MG379.pdf](http://www.rand.org/pubs/monographs/2007/RAND_MG379.pdf)

## Periodical Articles

- Allen, Charles D., and Breena E. Coates. "The Engagement of Military Voice." *Parameters* 39, no. 4 (Winter 2009-2010): 73-87. <http://www.carlisle.army.mil/usawc/parameters/Articles/09winter/allen%20and%20coates.pdf>
- Bacevich, A. J. "The Paradox of Professionalism: Eisenhower, Ridgway, and the Challenge to Civilian Control, 1953-1955." *Journal of Military History* 61, no. 2 (April 1997): 303-333. [ProQuest](#)
- Burk, James. "Theories of Democratic Civil-Military Relations." *Armed Forces & Society* 29, no. 1 (Fall 2002): 7-29. [Sage](#)
- Collins, Joseph J., and Ole R. Holsti. "Civil-Military Relations: How Wide Is the Gap?" *International Security* 24, no. 2 (Fall 1999): 199-207. [MIT Press](#)
- Desch, Michael C. "Bush and the Generals." *Foreign Affairs* 86, no. 3 (May-June 2007): 97. [ProQuest](#)
- Holsti, Ole R. "A Widening Gap between the U.S. Military and Civilian Society? Some Evidence, 1976-96." *International Security* 23, no. 3 (Winter 1998-1999): 5-42. [JSTOR](#)

Owens, Mackubin Thomas. "Rumsfeld, the Generals, and the State of U.S. Civil-Military Relations." *Naval War College Review* 59, no. 4 (Autumn 2006): 68-80. [ProQuest](#)

Paterson, Pat. "Limits to Civilian Authority? Critical Thinking and Moral Courage Outweigh Loyalty." *Armed Forces Journal* 145, no. 3 (October 2009): 38-40.  
<http://www.armedforcesjournal.com/2009/09/4076851>

"Salute and Disobey? The Civil-Military Balance, Before Iraq and After." [letters in response to "Bush and the Generals."] *Foreign Affairs* 86, no. 5 (September-October 2007): 147.  
[ProQuest](#)

Ulrich, Marybeth P., and Martin L. Cook. "US Civil Military Relations since 9/11: Issues in Ethics and Policy Development." *Journal of Military Ethics* 5, no. 3 (November 2006): 161-182. [InformaWorld](#)

Williams, John Allen. "The Military and Society beyond the Postmodern Era." *Orbis* 52, no. 2 (Spring 2008): 199-216. [Wilson OmniFile](#)

Wrona, Richard M., Jr. "A Dangerous Separation: The Schism between the American Society and Its Military." *World Affairs* 169, no. 1 (Summer 2006): 25-38. [ProQuest](#)

## **Multimedia**

Kohn, Richard H. *Dealing with the Devil: Assertive Secretaries of Defense and How to Deal with Them*. Lecture. 76 min. Carlisle Barracks, PA: U.S. Army Heritage and Education Center, December 6, 2006. DVD (JF195 .K63 2006)

## **MENTORSHIP**

### **Books, Documents, and Internet Resources**

Anderson-Ashcraft, Merrill. *Mentoring Perceptions in the Military*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, April 9, 2002. 89pp. (AD-A401-070)  
<http://handle.dtic.mil/100.2/ADA401070>

Bryant, James B. *Mentorship: Strategically Leveling the Playing Field for African American Officers*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, February 10, 2009. 26pp. (AD-A494-757) <http://handle.dtic.mil/100.2/ADA494757>

Jahnke, Jeffrey A. *"Building the Bench": Army National Guard Mentoring*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, February 27, 2008. 30pp. (AD-A479-658) <http://handle.dtic.mil/100.2/ADA479658>

Lombardo, Michael M. *FYI: For Your Improvement; A Guide for Development and Coaching*. 5th ed. Minneapolis: Lominger International, 2009. 630pp. (HD57.7 .L551 2009)

Nieberding, Richard J. *Effectiveness of the Army Mentorship Program*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, March 30, 2007. 14pp. (AD-A469-007) <http://handle.dtic.mil/100.2/ADA469007>

U.S. Department of the Army. *Army Mentorship Handbook*. Washington, DC: U.S. Department of the Army, January 1, 2005. 39pp. <http://www.armyg1.army.mil/HR/mentorship/docs/Army%20Mentorship%20Handbook%202005.pdf>

## Periodical Articles

Budd, Frank C. "Mentoring in the U.S. Air Force: A Cornerstone for Success through Organizational Transformation." *Performance Improvement* 46, no. 3 (March 2007): 16-22. [ProQuest](#)

Cox, Edward. "The Mentorship Dilemma Continues." *Military Review* 89, no. 6 (November/December 2009): 99-103. [http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview\\_20091231\\_art015.pdf](http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview_20091231_art015.pdf)

Dugal, Mike. "Spiritual Resiliency and the Senior Chaplain's Role." *Army Chaplaincy* (Summer-Fall 2009): 8-12. <http://www.dcoe.health.mil/DCoEV2/Content/navigation/documents/the%20army%20chaplaincy%20fall%202009%20edition.pdf>

Geiger, Keith G., Orlando W. Ortiz, and J. Michael McNealy. "Teach, Coach, and Lead: Our Responsibilities as Intelligence Leaders to Develop Future Leaders." *Military Intelligence Professional Bulletin* 31, no. 3 (July-September 2005): 20-22. [ProQuest](#)

Hu, Changya, et al. "Formal Mentoring in Military Academies." *Military Psychology* 20, no. 3 (July 2008): 171-185. [InformaWorld](#)

Johnson, Anthony J. "A Father's Leadership Litmus Test." *Marine Corps Gazette* 93, no. 11 (November 2009): 84-86. [ProQuest](#)

Johnson, W. Brad, and Gene R. Andersen. "Formal Mentoring in the U.S. Military: Research Evidence, Lingering Questions, and Recommendations." *Naval War College Review* 63, no. 2 (Spring 2010): 113-126. <http://www.usnwc.edu/getattachment/1d75c515-7093-4bc3-92fa-7284b7198bb4/Formal-Mentoring-in-the-U-S--Military--Research-Ev>

Johnson, W. Brad, Gene R. Andersen, and Lisa Franchetti. "How to Make Mentoring Work." *Proceedings: U.S. Naval Institute* 135, no. 4 (April 2009): 26-32. [ProQuest](#)

Martin, Gregg F., et al. "The Road to Mentoring: Paved with Good Intentions." *Parameters* 32, no. 3 (Autumn 2002): 115-127. <http://www.carlisle.army.mil/usawc/parameters/Articles/02autumn/martin.pdf>

Melanson, Mark A. "Mentors and Protégés: Simple Rules for Success." *U.S. Army Medical Department Journal* (July-September 2006): 50-58. [http://medicalservicecorps.amedd.army.mil/leader\\_dev/MentorsandProteges\\_SimpleRulesforSuccess.pdf](http://medicalservicecorps.amedd.army.mil/leader_dev/MentorsandProteges_SimpleRulesforSuccess.pdf)



Phillips, Matthew L. "A Leadership Legacy: A Quick Reference to Mentoring." *Marine Corps Gazette* 91, no. 3 (March 2007): 36-37. [ProQuest](#)

## **MORALS, VALUES, AND ETHICS**

### **Books, Documents, and Internet Resources**

Axinn, Sidney. *A Moral Military*. Rev. and expanded ed. Philadelphia: Temple University Press, 2009. 240pp. (U22 .A956 2009)

Challans, Timothy L. *Awakening Warrior: Revolution in the Ethics of Warfare*. Albany: State University of New York Press, 2007. 227pp. (U22 .C31 2007)

Cook, Martin L. *The Moral Warrior: Ethics and Service in the U.S. Military*. Albany: State University of New York Press, 2004. 174pp. (U22 .C66 2004)

Fotion, Nicholas G. *Military Ethics: Looking toward the Future*. Stanford: Hoover Institution Press, 1990. 122pp. (U22 .F64 1990)

Fotion, Nicholas G., and Gerard Elfstrom. *Military Ethics: Guidelines for Peace and War*. Boston: Routledge & Kegan Paul, 1986. 311pp. (U22 .F63 1986)

Frazier, Joseph J. *The Military Profession: What Happens When Values Collide?* Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, March 22, 2006. 24pp. (AD-A449-655) <http://handle.dtic.mil/100.2/ADA449655>

French, Shannon E. *The Code of the Warrior: Exploring Warrior Values Past and Present*. Lanham: Rowman & Littlefield, 2003. 258pp. (U104 .F62 2003)

Gabriel, Richard A. *To Serve with Honor: A Treatise on Military Ethics and the Way of a Soldier*. Westport: Greenwood Press, 1982. 243pp. (U22 .G25)

Johnson, W. Brad, and Charles R. Ridley. *The Elements of Ethics: For Professionals*. New York: Palgrave Macmillan, 2008. 213pp. (BJ1725 .J64 2008)

Knapp, John C. *For the Common Good: The Ethics of Leadership in the 21st Century*. Westport: Praeger, 2007. 174pp. (HD57.7 .F56 2007)

Manning, Rita C., and Scott R. Stroud. *A Practical Guide to Ethics: Living and Leading with Integrity*. Boulder: Westview Press, 2008. 254pp. (BJ1012 .M15 2008)

Matthews, Lloyd J., ed. *Forging the Warrior's Character: Moral Precepts from the Cadet Prayer*. Don M. Snider, Project Director. Boston: McGraw Hill Learning Solutions, 2008. 226pp. (U410 .Q1F67 2008)

Matthews, Lloyd J., and Dale E. Brown, eds. *The Parameters of Military Ethics*. Washington, DC: Pergamon-Brassey's International Defense, 1989. 178pp. (U22 .P36 1989)

- Micewski, Edwin R., and Hubert Annen, eds. *Military Ethics in Professional Military Education-Revisited*. New York: Peter Lang, 2005. 225pp. (U22 .M4852 2005)
- Moten, Matthew. *The Army Officers' Professional Ethic: Past, Present, and Future*. Professional Military Ethics Monograph Series, vol. 2. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, February 2010. 28pp. (U413 .A66M68 2010 v.2)  
<http://www.strategicstudiesinstitute.army.mil/pdf/PUB966.pdf>
- Pritchard, Michael S. *Professional Integrity: Thinking Ethically*. Lawrence: University Press of Kansas, 2006. 195pp. (BJ1725 .P63 2006)
- Rhode, Deborah L. *Moral Leadership: The Theory and Practice of Power, Judgment, and Policy*. San Francisco: Jossey-Bass, 2006. 385pp. (HF5387 .M56 2006)
- Robinson, Paul, Nigel de Lee, and Don Carrick, eds. *Ethics Education in the Military*. Burlington: Ashgate, 2008. 208pp. (U22 .E733 2008)
- Sartwell, Crispin. *Extreme Virtue: Truth and Leadership in Five Great American Lives*. Albany: State University of New York Press, 2003. 141pp. (BJ1547.4 .S16 2003)
- Snider, Don M. *The Army's Ethic Suffers Under Its Retired Generals*. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, January 2009. 3pp.  
<http://www.strategicstudiesinstitute.army.mil/pdf/pub903.pdf>
- Snider, Don M., Paul Oh, and Kevin Toner. *The Army's Professional Military Ethic in an Era of Persistent Conflict*. Professional Military Ethics Monograph Series, vol. 1. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, October 2009. 31pp. (U413 .A66S654 2009) <http://www.strategicstudiesinstitute.army.mil/pdf/PUB895.pdf>
- Strong, Steven T. *Politicians in the Ranks: A Review of the Law and Policy Governing Civil Officeholders in Military Service*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, December 20, 2004. 32pp. (AD-A434-870) <http://handle.dtic.mil/100.2/ADA434870>
- Taguba, Antonio M. *Ethical Leadership: Your Challenge, Your Responsibility*. Lecture. Annapolis: U.S. Naval Academy, March 22, 2005. 23pp. (HD57.7 .T13 2005)  
[http://www.usna.edu/Ethics/Publications/TagubaPg1-2\\_4Final-1.pdf](http://www.usna.edu/Ethics/Publications/TagubaPg1-2_4Final-1.pdf)
- Toner, James H. *The Sword and the Cross: Reflections on Command and Conscience*. New York: Praeger, 1992. 186pp. (BT736.2 .T65 1992)
- U.S. Department of Defense. Standards of Conduct Office. *SOCO On-Line*. Website's resources provide ethical standards that apply to every DoD employee, both civilian and military. Includes Joint Ethics Regulation. [http://www.dod.mil/dodgc/defense\\_ethics](http://www.dod.mil/dodgc/defense_ethics)
- U.S. Department of the Army. *Center for the Army Profession and Ethic*. Links to research material such as case studies, publications, reports, and suggested reading lists.  
<http://acpme.army.mil/>



U.S. Department of the Army. Training and Doctrine Command. *Army Values*. March 23, 2006. <http://www.tradoc.army.mil/pao/ArmyValues/ArmyValues.htm>

U.S. Military Academy. *Simon Center for the Professional Military Ethic*. The SCPME supervises the Cadet Honor Code and Respect programs, in addition to other activities promoting the Professional Military Ethic. <http://www.usma.edu/cpme>

U.S. Naval Academy. Stockdale Center for Ethical Leadership. *Ethics Center*. <http://www.usna.edu/Ethics/>

Wolfendale, Jessica. *Torture and the Military Profession*. New York: Palgrave Macmillan, 2007. 249pp. (U22 .W54 2007)

## Periodical Articles

Beidler, Philip. "Fort Morality: The U.S. Army's Infantry School at Fort Benning Tries to Teach Officers Right from Wrong." *Military History* 23, no. 9 (December 2006): 56-61. [ProQuest](#)

Brinsfield, John W. "Army Values and Ethics: A Search for Consistency and Relevance." *Parameters* 28, no. 3 (Autumn 1998): 69-84. <http://www.carlisle.army.mil/usawc/parameters/Articles/98autumn/brinsfie.htm>

Brown, Michael E., and Linda K. Trevino. "Ethical Leadership: A Review and Future Directions." *Leadership Quarterly* 17, no. 6 (December 2006): 595-616.

Challans, Tim. "Leading Our Leaders." *Military Review* 89, no. 5 (September-October 2009): 122-124. [http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview\\_20091031\\_art019.pdf](http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview_20091031_art019.pdf)

Clifford, George M., III. "Duty at All Costs." *Naval War College Review* 60, no. 1 (Winter 2007): 103-128. [ProQuest](#)

Cook, Martin L. "Revolt of the Generals: A Case Study in Professional Ethics." *Parameters* 38, no. 1 (Spring 2008): 4-15. <http://www.carlisle.army.mil/usawc/parameters/Articles/08spring/cook.pdf>

Doty, Joseph, and Walter Sowden. "Competency vs. Character? It Must Be Both!" *Military Review* 89, no. 6 (November-December 2009): 69-76. [http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview\\_20091231\\_art011.pdf](http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview_20091231_art011.pdf)

Doty, Joseph, Pat Sullivan, and Rich Chudzik. "The Army's New Center of Excellence for the Professional Military Ethic." *Army* 57, no. 12 (December 2007): 13-14. [ProQuest](#)

Ficarrotta, J. Carl. "Are Military Professionals Bound by a Higher Moral Standard?" *Armed Forces & Society* 24, no. 1 (Fall 1997): 59-75. [ProQuest](#)

Kohn, Richard H. "Tarnished Brass: Is the U.S. Military Profession in Decline?" *World Affairs* 171, no. 4 (Spring 2009): 73-83. [ProQuest](#)

- Matthews, Lloyd J. "Evolution of American Military Ideals." *Military Review* 78, no. 1 (January-February 1998): 51-60. [ProQuest](#)
- Mileham, Patrick. "Moral Dynamics and Military Operations." *Defense & Security Analysis* 25, no. 1 (March 2009): 81-88. [InformaWorld](#)
- Olsthoorn, Peter. "A Critique of Integrity: Has a Commander a Moral Obligation to Uphold His Own Principles?" *Journal of Military Ethics* 8, no. 2 (June 2009): 90-104. [InformaWorld](#)
- Pfaff, Charles A. "Officership: Character, Leadership, and Ethical Decisionmaking." *Military Review* 83, no. 2 (March-April 2003): 66-71. [ProQuest](#)
- "Special Issue: Military Virtues." *Journal of Military Ethics* 6, no. 4 (December 2007): entire issue. [InformaWorld](#)
- Swain, Richard. "Reflection on an Ethic of Officership." *Parameters* 37, no. 1 (Spring 2007): 4-22. <http://www.carlisle.army.mil/usawc/parameters/Articles/07spring/swain.pdf>
- Thornton, Linda Fisher. "Leadership Ethics Training: Why Is It So Hard to Get It Right?" *T+D* 63, no. 9 (September 2009): 58-61. [ProQuest](#)
- Ulrich, Marybeth P., and Martin L. Cook. "US Civil Military Relations since 9/11: Issues in Ethics and Policy Development." *Journal of Military Ethics* 5, no. 3 (November 2006): 161-182. [InformaWorld](#)

## PERSPECTIVES ON LEADERSHIP

### Books, Documents, and Internet Resources

- Boyer, Jeffrey A. *George C. Marshall Strategic Leadership Competencies: Lessons for Today's Strategic Leaders*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, February 25, 2010. 30pp. (AD-A517-939) <http://handle.dtic.mil/100.2/ADA517939>
- Brookhiser, Richard. *George Washington on Leadership*. New York: Basic Books, 2008. 269pp. (E312.17 .B65 2008)
- Drechsler, Donald R. *Why Brilliant Military Leaders Fail: Learning from Their Mistakes*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, March 24, 2009. 47pp. (AD-A498-022) <http://handle.dtic.mil/100.2/ADA498022>
- Goldsmith, Marshall, John Baldoni, and Sarah McArthur, eds. *The AMA Handbook of Leadership*. New York: American Management Association, 2010. 269pp. (HD57.7 .A43 2010)
- Grandstaff, Mark R., and Georgia Sorenson, eds. *Strategic Leadership: The General's Art*. Vienna, VA: ManagementConcepts, 2009. 335pp. (U413 .C67S76 2009)

- Horn, Bernd, and Robert W. Walker, eds. *The Military Leadership Handbook*. Kingston: Canadian Defence Academy Press, 2008. 560pp. (UB210 .M343 2008)
- Laver, Harry S. *The Art of Command: Military Leadership from George Washington to Colin Powell*. Lexington: University Press of Kentucky, 2008. 276pp. (U52 .A67 2008)
- Martin, Gregg F. *Jesus the Strategic Leader*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, April 5, 2000. 40pp. (AD-A378-218) <http://handle.dtic.mil/100.2/ADA378218>
- Monarath, Harrison. *Executive Presence: The Art of Commanding Respect Like a CEO*. New York: McGraw-Hill, 2010. 251pp. (HD38.2 .M66 2010)
- Puryear, Edgar F., Jr. *American Admiralship: The Moral Imperatives of Naval Command*. Annapolis: Naval Institute Press, 2005. 647pp. (VB203 .P87 2005)
- Puryear, Edgar F., Jr. *American Generalship: Character Is Everything; The Art of Command*. Novata, CA: Presidio Press, 2000. 374pp. (UB210 .P81 2000)
- Puryear, Edgar F., Jr. *Marine Corps Generalship*. Washington, DC: National Defense University Press, 2009. 513pp. (VE23 .P87 2009)
- Robinson, Linda. *Tell Me How This Ends: General David Petraeus and the Search for a Way Out of Iraq*. New York: PublicAffairs, 2008. 411pp. (DS79.76 .R51 2008)
- Taylor, Robert L., William E. Rosenbach, and Eric B. Rosenbach, eds. *Military Leadership: In Pursuit of Excellence*. 6th ed. Boulder: Westview Press, 2009. 321pp. (UB210 .M553 2009)
- Tipton, Jeffrey S. *George C. Marshall: The Essential Strategic Leader*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, March 30, 2007. 22pp. (AD-A469-633) <http://handle.dtic.mil/100.2/ADA469633>
- U.S. Army War College. *Leadership for the 1970's: USAWC Study of Leadership for the Professional Soldier; Comprehensive Report*. Prepared by Donald W. Connelly, et al. Carlisle Barracks, PA: U.S. Army War College, October 20, 1971. 1 vol. (UB210 .U441 1971)
- U.S. Department of the Army. *Army Leaders for the 21st Century: Final Report*. Washington, DC: U.S. Department of the Army, November 2006. 12pp. <http://cpol.army.mil/library/train/docs/AL21-Final.pdf>
- U.S. Department of the Army. *Army Training and Leader Development*. Army Regulation 350-1. Washington, DC: U.S. Department of the Army, December 18, 2009. 206pp. [http://www.army.mil/usapa/epubs/pdf/r350\\_1.pdf](http://www.army.mil/usapa/epubs/pdf/r350_1.pdf)
- U.S. Department of the Army. *The Army Training and Leader Development Panel Officer Study: Report to the Army*. Washington, DC: U.S. Department of the Army, 2002. 23pp. (UB210 .A75 2002) <http://www.army.mil/features/ATLD/report.pdf>

Weidner, William. *Eisenhower & Montgomery at the Falaise Gap*. Bloomington, IN: Xlibris, 2010. 398pp. (D756.5 .F34W45 2010)

## Periodical Articles

Barbier, Mary Kathryn. "Marshall and Montgomery: Promoters of Military Professionalism." *Defence Studies* 8, no. 3 (September 2008): 369-380. [InformaWorld](#)

Challans, Tim. "Leading Our Leaders." *Military Review* 89, no. 5 (September-October 2009): 122-124. [ProQuest](#)

Reed, George E., and R. Craig Bullis. "The Impact of Destructive Leadership on Senior Military Officers and Civilian Employees." *Armed Forces & Society* 36, no. 1 (October 2009): 5-18. [Sage](#)

Snider, Don M. "The Army Profession, the Engineer Regiment, and the Character of Their Leaders." *Engineer* 38, no. 2 (April-June 2008): 24-25. [ProQuest](#)

## Multimedia

Linn, Brian McAllister. *The Army's Way of War*. Lecture. 76 min. Carlisle Barracks, PA: U.S. Army Heritage and Education Center, May 21, 2008. DVD (UA25 .L341 2008) and Windows Media File [http://www.carlisle.army.mil/AHEC/mediagallery/video/32\\_253.wmv](http://www.carlisle.army.mil/AHEC/mediagallery/video/32_253.wmv)

Winton, Harold R. *Corps Commanders of the Bulge: Six American Generals and Victory in the Ardennes*. Lecture. 77 min. Carlisle Barracks, PA: U.S. Army Heritage and Education Center, February 17, 2010. DVD (D756.5 .A7W35 2010) and Windows Media File [http://www.carlisle.army.mil/AHEC/mediagallery/video/32\\_495.wmv](http://www.carlisle.army.mil/AHEC/mediagallery/video/32_495.wmv)

## OTHER BIBLIOGRAPHIES

Garder, Lenore K., comp. *Ethics: A Selected Bibliography*. Carlisle Barracks, PA: U.S. Army War College Library, June 2010. 32pp. (U413 .Z92E73 2010) <http://www.carlisle.army.mil/library/bibs/Ethics10.pdf>

Garder, Lenore K., comp. *Human Dimensions of Strategic Leadership: A Selected Bibliography*. Carlisle Barracks, PA: U.S. Army War College Library, January 2010. 26pp. (U413 .Z92H85 2010) <http://www.carlisle.army.mil/library/bibs/humandim10.pdf>

Moyer, Jeanette M., comp. *Mentorship: Library Notes*. Carlisle Barracks, PA: U.S. Army War College Library, September 2006. 4pp. <http://www.carlisle.army.mil/library/bibs/mentor06.pdf>

Shope, Virginia C., comp. *The Military Profession: A Selected Bibliography*. Carlisle Barracks, PA: U.S. Army War College Library, September 2006. 20pp. (U413 .Z92M34 2006) <http://www.carlisle.army.mil/library/bibs/militaryprofession.pdf>